

# Untapped Arizona Arizona Business Leadership Network (AZBLN)

## *Presentation to the ADDPC*

November 17, 2017



## Untapped Arizona's Key Activities and Accomplishments

October 1, 2016 – September 30, 2017

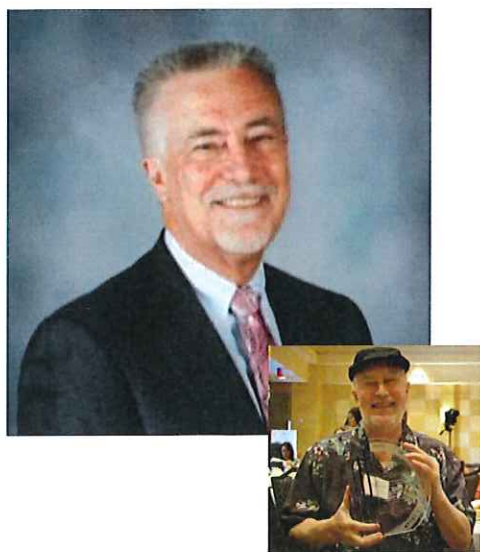
- The following summary is based on key activities and accomplishments of Untapped Arizona over the past year that include:
  - Engagement of new employers in the hiring of people with disabilities.
  - Implementation of a business-centric approach to encourage the hiring of people with disabilities and promotion of a diverse workforce.
  - Increase the number of employers that value people with disabilities as an integral part of their workforce and have included them within general recruitment and hiring efforts as standard practice.
- The progress and landmark accomplishments made during this past year has been extraordinary, and highlighted by the following 10 landmark events have occurred within the last year.

# 1. Assembling the “Dream Team”

- Board of Directors
  - Todd Jones, Chairperson, Snell and Wilmer
  - Kyle Thornton, Secretary, Cisco Systems
  - Jerel Campbell, Treasurer, California Angels
  - Bob Enderle, Medtronic
  - Becky Pearson, Wells Fargo
  - Rob Crawford, Life Development Institute
  - Veronica Crawford, Life Development Institute
- Dedicated partners: Partners In Brainstorms (Debra Pryor), AHCCCS (Dara Johnson), DES-DERS, Employment First, and the US Business Leadership Network and affiliates.
- Unique to 2017 – utilized independent contractors and industry experts to maximize targeted goals and achieve key milestones versus the previous Executive Director model.

## Profile of Key Board Member: Bob Enderle

Serving as Untapped Arizona / Chair of the AZBLN Steering Committee (Business Outreach)



- Bob Enderle has over 35 years of leadership experience in workforce diversity and inclusion.
- He led the Diversity, Community Relations, and Organizational Development efforts at Medtronic, a global \$12 billion medical technology company with 36,000 employees.
- Bob has been recognized for his efforts with numerous awards, including the CEO Inclusion Award; Diversity Leadership Alliance (DLA) Founders "Lifetime Achievement" and "Transformational Leader" Awards; the Arizona Rehabilitation Services "Dynamic Partner" Award; and the 2017 Arizona Industry Liaison Group (AZilg) John A. Garza Lifetime Achievement (JAG) award during which he spoke about Untapped Arizona in his acceptance speech.



## 2. Strategic Planning & Business Model

Business-centric Approach

- Untapped Arizona contracted with ASU's Lodestar Center for Philanthropy and Nonprofit Innovation to conduct two Strategic Planning Sessions on January 14, 2017 and January 28, 2017.
- There was 100% Board participation and included representatives from ADDPC (Erica McFadden, Michael Leyva), Employment First (Susan Voirol), DES-DERS Business Engagement (Wallin Gustin), AHCCCS (Dara Johnson) and Partners In Brainstorms (Debra Pryor).
- Key results:
  - First and foremost, Untapped Arizona's focus is on businesses ("can't be all things to all people"). Goals originally addressing "labor pool" and "community partners" (e.g., service providers) to be addressed by Untapped Arizona partners DES-DERS (ARIZONA@WORK) and Employment First.
  - Utilize results from "Project 822" business survey to develop, refine, and deliver programs that meet the needs of employers when hiring individuals with disabilities.
  - Strategic planning outcomes used in the development and execution of the Canvas Business Model.

## 3. Development of Untapped Arizona's business-centric online, interactive platform

<http://untappedarizona.org/>

- Includes interactive and "best of category" diversity and inclusion tools and resources for employers.



Employer Assistance and Resource Network on Disability Inclusion (EARN)



Job Accommodation Network (JAN)



Partnership on Employment and Accessible Technologies (PEAT)



US Chamber of Commerce and USBLN



Rotating facts to address misperceptions about hiring of people with disabilities.

## Each of the 6 key areas were requested by 822 employers via the Statewide Needs Assessment Survey (“Project 822”)

<b>Recruiting and Hiring</b> <ul style="list-style-type: none"> <li>Partnership and Events</li> <li>Applications</li> <li>Interviews</li> <li>Internships</li> <li>On-boarding</li> </ul>	<b>Creating an Inclusive Workplace</b> <ul style="list-style-type: none"> <li>Top-Level Commitment</li> <li>Peer Leadership</li> <li>Staff Training</li> <li>Federal Contractors</li> <li>Small Business Planning Matrix</li> </ul>	<b>Return on Investment</b> <ul style="list-style-type: none"> <li>Employer Incentives</li> </ul>
<b>Retention and Development</b> <ul style="list-style-type: none"> <li>Reasonable Accommodations</li> <li>ADA Basics</li> <li>Workplace Flexibility</li> <li>Return-to-Work</li> <li>Mentoring</li> <li>Ask JAN</li> </ul>	<b>Accessible Technology</b> <ul style="list-style-type: none"> <li>Accessible Technology Action Steps</li> <li>TechCheck Assessment</li> </ul>	<b>Employer Success Stories</b> <ul style="list-style-type: none"> <li>Videos</li> <li>Case Studies</li> <li>Webinars (BLN)</li> </ul>

## Assessment <http://untappedarizona.com/assessment/>

**Assessment**

**Please select either Yes or No for each question. When you are finished, you will be able to view and download a personalized report guiding you to resources tailored to your needs. You will also have the opportunity to sign the Untapped Arizona Pledge and join our employer community.**

Step 1 of 5  
0%

**Recruiting and Hiring**

a. During the past year, has your company reviewed its personnel processes, qualification standards, and job descriptions to determine whether they facilitate or impede the hiring or development of qualified people with disabilities?

☐ Yes  
☐ No

b. Are your organization's recruitment and application materials available in alternative formats, such as Braille, large print, digital forms, or HTML accessible to a screen reader?

☐ Yes  
☐ No

c. Does your organization do targeted recruitment of qualified individuals with disabilities or partner with an agency or organization with expertise in this area?

☐ Yes  
☐ No

**Results**

Based on your responses, there are one or more areas where your business can improve its support for jobseekers and employees with disabilities. People with disabilities are a huge untapped resource for employers, and you have taken an important step toward better utilizing that resource by visiting the Untapped Arizona website and taking this self-assessment. So, what's next? Explore the [Untapped Arizona Resources page](#) to learn more about how you can launch your own initiatives to create and maintain an inclusive workplace and support employees with disabilities. Based on your results, you may wish to check out these resources:

**Recruiting and Hiring**

- Applications, Partnerships & Events
- Applications, Partnerships and Events
- Applications, Interviews
- Internships

[Click to learn more about On-Boarding](#)

**Creating an Inclusive Workplace**

- Staff Training
- Top-Level Commitment
- Peer Leadership, Top-Level Commitment, Staff Training

[Click to learn more about Top-Level Commitment](#)

- On-boarding



## Untapped Arizona Pledge

Once completing the assessment, businesses take the Pledge:

We believe that the inclusion of people with disabilities adds value to the workplace, increases innovation, and reflects the powerful diversity of Arizona. We further believe that an inclusive workforce is good for business and good for Arizona. Therefore, [insert name of organization, business, or individual] is committed to hiring, recruiting, retaining, and developing qualified employees with disabilities.

To achieve a truly inclusive workplace, we commit to developing or improving our policies and practices in the following areas (select all that apply):

- ☐ Recruiting and Hiring
- ☐ Retention and Development
- ☐ Creating an Inclusive Workplace
- ☐ Accessible Technology
- ☐ Other [please fill in] \_\_\_\_\_

## 4. Expanded Funding Sources and Contribution Options



**Become a Member**  
Advancing disability inclusion in the workplace

Choose Your Contribution Frequency

☒ Annually

Choose a Contribution Level

☐ \$100 ☐ \$500 ☐ \$1500 ☐ \$3500 ☐ \$5000 ☐ \$7500

Select an amount.

Or enter your own amount.

\$ 100

\*Initial interest expressed in becoming Founding Business Partners of Arizona's Business Leadership Network (AZBLN) by: American Airlines, Southwest Airlines, Raytheon, and Intel (USBLN Corporate Partners).

## 5. Untapped Arizona becomes the first affiliate in the Southwest of the US Business Leadership Network (USBLN), and one of only a few statewide affiliates.


- On August 21, 2017, Untapped Arizona became the statewide affiliate of the US Business Leadership Network (USBLN), a national organization committed to disability inclusion.
- USBLN serves as the collective voice of 42 affiliates across the United States and over 5,000 of the largest employers in the country, including almost all of the US-based Fortune 500 corporations.





## US Business Leadership Network (USBLN)

Untapped Arizona = Arizona Business Leadership Network (AZBLN)



**untapped**  
arizona  
Your Resource for an Inclusive Workforce

**USBLN AFFILIATE**  
**AZBLN** BUSINESS  
LEADERSHIP  
NETWORK  
**ARIZONA**  
DRIVING SUCCESS THROUGH DISABILITY INCLUSION





# US Business Leadership Network (USBLN)

Untapped Arizona = Arizona Business Leadership Network (AZBLN)



- The USBLN and its affiliates' mission is to **help businesses drive performance** by leveraging disability inclusion in the **workplace, marketplace, and supply chain**.
- Seven potential affiliates, 2 voted in. Untapped Arizona received a unanimous "Yes" vote of the entire USBLN Board of Directors. Recognized for an innovative model and website. Testimonials for Untapped AZ given by Walmart (USBLN Executive Board Member), and Tim Newman, Ex-Officio Affiliate Liaison (was on our final interview call).
- USBLN business-centric requirements:
  - Being part of a larger umbrella "Diversity and Inclusion"
  - Board (AZBLN Steering Committee) must be at least 80% businesses
  - Disability inclusion for all disabilities
- Opportunity to access USBLN Corporate Partners that are key employers in Arizona.
- Access to additional corporate funding from USBLN special program initiatives [e.g., Wells Fargo and Microsoft to promote self-employment, disability-owned business enterprises (DOBE)].

## USBLN Corporate Partners – Key Employers in Arizona

☐ Current Untapped AZ Board Member and/or Business Advisory Committee Member  
Initial contact at USBLN Conference and dialogue.



## Strategic Positioning of AZBLN

- Just announced: Untapped Arizona – the Arizona Business Leadership Network (AZBLN) has been selected as one of only 3 affiliates to serve on the USBLN Communication, Innovation, and Acceleration (CIA) Committee.
- AZBLN to beta-test innovative programs with funding from USBLN partners.
- As thought-leaders, connectors and facilitators, Untapped Arizona /AZBLN will:
  - Continuously build on our expertise in advancing workplace disability inclusion.
  - Deliver educational channels that expand the possibilities for disability inclusion.
  - Create collaborative relationships with the business community and key stakeholders, including business leaders, diversity and inclusion/HR professionals and service organizations.
  - Provide information and resources through partners (e.g., DES-DERS and Employment First) that drive talent acquisition, diversity supply chain, and disability inclusion.
  - Connect business partners at any stage of disability inclusion with resources and best practices.

## 6. Reached 627 HR Managers at AZ SHRM Conference – 2018 to have Diversity Session Track

- Engaged and talked with **627 employers** at the **Society for Human Resource Managers (SHRM) state conference** held August 29 through September 1, 2017, of which 25% were HR Managers, 22% HR Directors, and 11% VPs or Officers of their companies.
- **Conducted Lunch & Learn sessions** where employers would sit down with Untapped Arizona and address key topics and best practices.
- Also met with the Chair and President of Arizona SHRM, noting that there was not a single session addressing disability inclusion at the conference. Based on Untapped Arizona's suggestion, AZ SHRM is looking at implementing a **Diversity and Inclusion Track in 2018** at the statewide conference, and asked Untapped Arizona to participate in the planning of the track and sessions.



ARIZONA SHRM  
STATE CONFERENCE  
AUG 29–SEPT 1





## 7. Untapped Arizona recognized as innovative Public-Private Partnership (P3) Model for increasing disability inclusion.

- Untapped Arizona today is a nonprofit organization and has created an innovative Public-Private Partnership (P3) Model that did not exist 5 years ago.
- Within the last few months, Untapped Arizona has been recognized by the **U.S. Business Leadership Network**, the U.S. Department of Labor, and employers including **Fortune 500 companies** as one of the most innovative models in the country for increasing disability inclusion.



## 7. Untapped Arizona recognized as innovative Public-Private Partnership (P3) Model for increasing disability inclusion.

*Employees with disabilities add diversity to the workplace, which in turn, drives innovation. The USBLN and our newest affiliate, Arizona Business Leadership Network (AZBLN), recognize and promote this fact using their unique public-private partnership model and employer-to-employer approach.*

*AZBLN's strategic and business-centric focus, innovative website, and programs clearly advance disability inclusion by providing the business community with tools, resources, and solutions that drive employee hiring, engagement, and performance. We welcome Arizona into the USBLN affiliate family, and look forward to a very long and rewarding partnership.*

Jill Houghton, President and CEO, U.S. Business Leadership Network, August 23, 2017



## 8. Key outcomes – influencing key recruitment and hiring efforts of people with disabilities

- First met with Walmart's corporate executive management two years ago. The meeting included Bob Enderle (Untapped Arizona Board Member, Chair of the AZBLN Steering Committee and former Medtronic's Global Inclusion Diversity & Engagement Strategist), Debra Pryor (President & CEO of Partners In Brainstorms-PIB), Dara Johnson (Untapped Arizona and AHCCCS) and Laura Schweers (Project Search).
- PIB had completed a survey prior to the meeting regarding Walmart's public perception as being a disability-friendly employer and retailer of choice. The results were negative including citing Walmart's barriers to recruiting (kiosks) and hiring.



## 8. Key outcomes – influencing key recruitment and hiring efforts of people with disabilities

- When Untapped Arizona came up for a vote as a potential affiliate among the USBLN Board of Directors, Walmart, who is an Executive Member of the USBLN Board, their Senior VP recalled the original meeting and how impressed they were regarding Untapped Arizona's understanding of their business and providing actionable suggestions for Walmart to become more disability inclusive based on the "The Voice of the Customer" research. As a result, Walmart has been....
  - Updating the application kiosks in 4,672 stores in the U.S. to be more accessible for individuals with disabilities.
  - Have increased the total percentage of employees with disabilities in Arizona by 3% over the previous year.





## 9. Key outcomes – leveraging business partners to effectively reach small and medium-sized subcontractors

- Boeing employs approximately 250 employees with disabilities in Mesa, in 2017 over 40 are new hires.
- Boeing is moving a division from Seattle to Mesa – need to fill 1,300 positions at their Mesa facility with the goal to have approximately 100 of those jobs filled with individuals with disabilities. In discussions with Untapped Arizona, Boeing at the corporate level would like to further educate their contracted staffing and search firms regarding recruiting of individuals with disabilities.
- Focus on Supply Chain Diversity – have over 1,200 subcontractors (small and medium business in Arizona) – want to educate their supply chain regarding diversity inclusion – such as accessing Untapped Arizona's Resources for Employers (Tool Kit).



## 10. Untapped Arizona expands reach with DES-DERS partnership to new employers – on average 350 per month

- Untapped Arizona's partnership with Arizona Department of Economic Security, Division of Employment and Rehabilitation Services' (DES-DERS) will continue through 2018 with a contractual agreement directly with Untapped Arizona that allows for access to a multi-million dollar job listing service (AZ Job Connection [www.azjobconnection.gov](http://www.azjobconnection.gov)) and utilizing the agency's 24 Business Service Representatives throughout the state for outreach to new employers.
- These representatives will be trained by Untapped Arizona to get the word out to thousands of new employers, including – on average – 350 new employers registering each month on the AZ Job Connection, where they will automatically be asked if they want to learn more about Untapped Arizona.



## AZ Job Connection Major Redesign

- Currently AZ Job Connection is completing a major redesign.
- During which the requested Untapped Arizona update will be implemented, including:
  - Asking each new business / employer: *Would you like to learn more about Untapped Arizona and recruiting, hiring, retaining and promoting workers with disabilities to meet your workforce needs?*
  - If the user clicks the “yes” button, the user will be redirected to Untapped Arizona homepage once they have completed the registration on AZ Job Connection.
  - Identify “Untapped Arizona Businesses” who have completed the assessment and taken the pledge.
  - Reporting tools.



## Partner resources provided for Job Seekers

<http://untappedarizona.com/jobseekers/>



**Are you looking for work?**

Untapped Arizona works with ARIZONA@WORK, the statewide workforce development network, to help you connect with employers who want a diverse and inclusive workforce that includes individuals with disabilities. Get started today at [ARIZONA@WORK](#).

**ARIZONA@WORK™**  
Innovative Workforce Solutions



**Do you have questions about how getting a job may affect your health care or other disability benefits?**

Arizona Disability Benefits 101 provides tools and information to help you understand how work and benefits go together, and how you can make work part of your personal plan. The website also connects you with other resources that can help you plan and prepare for going to work. Learn more at Arizona Disability Benefits 101.

**Disability Benefits 101**  
working with a disability in Arizona





# Collaborate with Service Providers and Employment First

<http://untappedarizona.com/service-providers/>



**Service Providers**

**Partnering with employment service providers**

Untapped Arizona has participated in the Core Team for the Arizona Employment First initiative since it began. Arizona Employment First is a grassroots coalition of employment service providers, advocates, and other stakeholders committed to the belief that – with the right supports and services in place – community-based, competitive integrated employment is the preferred daily activity for all working-age Arizonians who have disabilities. Untapped Arizona and Employment First partner together in a number of ways.

**AZ EMPLOYMENT FIRST  
JOBS**  
Job Opportunities Build Success

**Untapped Arizona supports Arizona Employment First by:**

- Sharing findings from our Statewide Business Needs Assessment survey to support service providers in engaging employees
- Providing information and insights on current workforce needs and emerging workforce trends to support service providers in preparing job seekers with disabilities to meet workforce needs
- Driving employers to the ARIZONA@WORK website to connect with qualified job candidates with disabilities

**Arizona Employment First supports Untapped Arizona by:**

- Advising on enhancements to the ARIZONA@WORK website for job seekers with disabilities
- Developing materials to direct qualified job candidates to ARIZONA@WORK and support its use to connect with employers
- Disseminating materials to schools, organizations, and providers that support individuals with disabilities in preparing for and obtaining employment

## Other Outcomes

Note: Goals referenced below are based on original Interagency Service Agreement (October 2016) prior to Strategic Planning with Board, ADDPC, and partners including DES-DERS in January 2017.

Outcome	Goal	Achieved
New businesses posting jobs on AZ Job Connection	65	<ul style="list-style-type: none"> <li>• 822 – Communicated benefits and link to AZ Job Connection to “Project 822” businesses.</li> <li>• 627 – HR Directors that received the Untapped AZ/AZ Job Connection flyer, stopped by the booth and participated in the “Lunch and Learn” sessions.</li> <li>• 22 – Visited the Untapped Arizona site during the month of September and clicked on the AZ Job Connection application link.</li> </ul>
Individuals with disabilities enrolled in AZ Job Connection	250	<ul style="list-style-type: none"> <li>• 257 – Individuals with disabilities and their families referred to AZ Job Connection (link provided and in some cases provided additional technical assistance).</li> <li>• 34 – Visited the Untapped Arizona site during the month of September and clicked on the AZ Job Connection application link.</li> </ul>
Individuals with disabilities being employed	50	<ul style="list-style-type: none"> <li>• 102 (conservative estimate) – Based on feedback from Business Advisory Committee, small and medium businesses, subcontractors, and job seekers that have contacted Untapped Arizona - AZBLN. (Note: Untapped AZ/AZBLN averages 5-to-7 phone calls daily from businesses and job seekers – several job seekers relocating to Arizona).</li> </ul>



## Untapped Arizona Key Insights

- It Takes a Team. The necessary skill set does not exist in one individual or Executive Director. Once Untapped Arizona contracted with multiple independent contractors and industry experts – experienced rapid progress.
- Assemble the Board earlier to help create the vision and strategic direction.
- Sustainability includes several key components including an engaged and passionate Board, established infrastructure, strategic partners and alliances, government agency partners, diversified funding, business partner volunteers, and the “seal of approval” from the leading national “Diversity and Inclusion” business association (USBLN).
- Leverage technology. Businesses today want to communicate, engage with their peers, and access resources via online.
- Public, private partnership (P3) – utilize existing resources and infrastructure with DES-DERS.
- Built infrastructure first to best position Untapped Arizona for USBLN statewide affiliate approval (*Note: USBLN has a very rigorous and comprehensive vetting process – less than 10% applications approved*).
- Untapped Arizona’s focus is on the business customer, strategically utilize partners for serving job seekers and service providers:
  - ARIZONA@WORK to support job seekers
  - Employment First to support service providers.
- Untapped Arizona must evolve with business initiatives (e.g., integrating individuals with disabilities into overall employer diversity and inclusion initiatives).

## Untapped Arizona Arizona Business Leadership Network (AZBLN)

### *Questions and Answers*

